

## Untapped Arizona 2012-2013 Funding Proposal

April 2012

### ABSTRACT

The Arizona Health Care Cost Containment System (AHCCCS) is submitting a funding proposal to the Arizona Developmental Disabilities Planning Council (AADDPC) to support the sustainability and build capacity of the Untapped Arizona (UAZ) organizational infrastructure. As a result of the Council's funding, more Arizona businesses will incorporate people with developmental and other disabilities<sup>1</sup> into their hiring and employee retention practices. Thus the effort will equate to more employment opportunities and outcomes for individuals with disabilities. It is estimated a total of 65 Arizona businesses will incorporate inclusive hiring and retention practices throughout the two year duration of Council funding. Furthermore, it is estimated a total of 125 people with disabilities will become employed during the same timeframe. It is noted that the aforementioned outcomes in the first two years might seem low in comparison to the proposed amount of Council funding. The Council's funding is supporting the creation and sustainability of infrastructure that will continue to build upon these outcomes after the duration of Council funding. Secondly, once new business relationships are in place, it can take some amount of time before the relationship results in new job openings and employment outcomes for persons with disabilities. Lastly, the priority in the first year of funding is directed at creating the organizational infrastructure including the creation of the non-profit board and the strategic planning efforts aimed at developing new and innovative activities to increase individual employment outcomes.

Upon approval of funding from the ADDPC, a three-party Interagency Service Agreement will be initiated between the ADDPC, AHCCCS and Arizona Department of Economic Security, Employment Administration (EA). The EA will be a principle collaborator and provider of match funding. AHCCCS administers the Arizona Medicaid Infrastructure Grant-MIG (1QACMS300122) entitled the "Arizona Employment and Disability Partnership" that created the UAZ project and initiative in response to the national "Think Beyond the Label" campaign. AHCCCS will sub-contract with a state contracted consulting firm to carry out the program development responsibilities and tasks of the grant as well as temporarily serving as the fiscal agent for the non-profit. The proposal outlines the alignment of the organizational and capacity building goals of UAZ and the "Community Integrated Employment" goal, objective and activities of the AADDPC. The funding proposal would allow for the hiring of an Executive Director to oversee the organizational development of the non-profit organization as well as capacity building activities. The purpose of the funding is to secure the sustainability of the organization by providing resources to institute and establish the self-sustaining non-profit organization (i.e. supporting the development of the non-profit, business advisory board and strategic plan). The funding amount requested is \$109,950 for 2012 and \$108,050 for 2013. The budget outlines the required 25% non-federal match comprised from a number of budget categories.

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<sup>1</sup> The term "individuals with developmental and other disabilities" is summarized at "individuals/persons or job candidates with disabilities" throughout the narrative

## **Background**

UAZ was birthed out of the national “Think Beyond the Label” campaign ([www.thinkbeyondthelabel.com](http://www.thinkbeyondthelabel.com)) aimed at educating businesses about inclusive hiring practices with the tagline “labels get in the way, disabilities rarely do.” The MIG funded a local media buy to increase the reach of the campaign's commercials and print ads to Arizona businesses. The Arizona media buy was launched in October-November 2010. It was noted, infrastructure needed to be in place to either support the educational or the workforce needs of business responding to the campaign. Furthermore it was noted, there was a need to serve businesses by creating a centralized resource for employers to contact in order to gain access to job candidates with disabilities as well as answering questions/providing technical assistance regarding hiring and retaining workers with disabilities. Therefore, UAZ underwent a branding process which resulted in the development of the name, logo and website ([www.untappedarizona.com](http://www.untappedarizona.com)). UAZ was officially formed to represent a network of organizations, who routinely engage in building relationships with Arizona businesses, partnering together in an effort to help businesses meet their workforce needs through the increased workforce participation of individuals with disabilities. It is the intention of UAZ to eradicate the need for Arizona businesses to resort to silo oriented efforts to meet their workforce needs by providing them a centralized contact and system to gain access to job candidates with disabilities. UAZ implements its mission by providing Arizona businesses with a primary person-to-person contact that will support them in accessing a coordinated system to disseminate and post job announcements. Furthermore, the primary contact can facilitate Arizona businesses in accessing direct technical assistance pertaining to hiring, legal issues, reasonable accommodations and employee retention.

## **Economic Impact**

Supporting businesses to meet their workforce needs, by instituting inclusive hiring practices, positively impacts both the economic environment for the business, the community and the job candidate.

### **Business**

- The Society for Human Resource Managers noted in a 2010 report that 79% of companies reported a gap in the talent pool
- Workers with disabilities are often more proficient, productive, and efficient than their peers without disabilities.-*DuPont*
- Inclusive hiring practices significantly reduce staff turnover.-*The Center for Association Leadership*
- Employers have reported an average return of \$28.69 in increased productivity for every dollar spent on accommodations.-*U.S. Department of Labor, Office of Disability Employment Policy, Job Accommodation Network*
- People with disabilities and their families represent a trillion dollar market segment.-*U.S.Census*

### **Community**

- The combined Old-Age, Survivors, and Disability Insurance and Disability Insurance Trust Funds are projected to increase through 2022, and then to decline and become exhausted and unable to pay scheduled benefits in full on a timely basis in 2036.  
Source: [https://www.disability.gov/benefits/research\\_%26\\_statistics](https://www.disability.gov/benefits/research_%26_statistics)

- Reports show that 89.3% of Social Security recipients had a disability in 2008 with a budget of \$42 billion. Payouts will rise by almost 40% in 2011.

*Source: SSI Annual Report: 2009; Social Security, May 2009; Web; 11, Sept. 2010*

### **Job Candidates with Disabilities**

- Arizona disability statistics note there are an estimated 775,000 people with disabilities in the state of Arizona. Approximately 416,000 people in Arizona have a form of a work-related disability, while 159,000 or so people with disabilities are employed. It is estimated that around 25,000 people with disabilities are unemployed, and 228,000 are currently not in the workforce. *Source: Disabled World:*  
<http://www.disabledworld.com/news/america/arizona/#ixzz1f7SRrnzD>
- According to U.S. Department of Labor national statistics, the unemployment rate of persons with disabilities ranges from 15.8% (women) to 17.3% (men) in comparison to people without disabilities the unemployment rate is 9.1%  
*Source: <http://www.bls.gov/news.release/empst.t06.htm>*
- It is important to note that the new statistics on the unemployment rate for people with disabilities is based on only 23% of the population of individuals being in the labor force, as opposed to nearly 71% of individuals without disabilities.  
*Source: Bureau of Labor Statistics (BLS) December 2008: [www.disability.gov](http://www.disability.gov)*
- State agencies serving individuals with cognitive and developmental disabilities report, on average, 22% of individuals served are participating in integrated employment.  
*Source: Butterworth et al (2010). State Data: The National Report on Employment Services and Outcomes, 2009. Boston, MA: Institute for Community Inclusion ID/DD Agency National Survey of Day and Employment Programs for People with Developmental Disabilities, p. 49.*

### **Accomplishments**

Untapped Arizona has held regular monthly stakeholder meetings (beginning November 2009) with representatives from government and private sector agencies/organizations (.e. vocational counselors, job developers, human resource professionals, etc.) that all play a part in supporting people with disabilities to start or return to work. Respectfully a small subset, representative of the stakeholder group, has served as core advisors on the day-to-day operations and future organizational development activities.

The following outlines various achievements and milestones accomplished to date;

- Branded UAZ with a logo and website-October 2010
- Think Beyond the Label state targeted media campaign- October-December 2010
- Sponsored business oriented conferences
  - EmployAbility Rally in Phoenix, AZ –October 2010
  - AZ State Society for Human Resource Managers Conference-September 2011
  - Magellan Health Services annual Job Fairs 2010 & 2011
- Facilitated business panel for job developers-September 2011
- Created coordinated process to disseminate job announcements-Ongoing
- Created technical assistance menu and coordinate response network-Ongoing

### Scope of Work

Council funding will be used to support the sustainability and build capacity of the Untapped Arizona (UAZ) organizational infrastructure. As a result of the Council's funding, more Arizona businesses will incorporate people with developmental and other disabilities into their hiring and employee retention practices. Thus the effort will equate to more employment opportunities and outcomes for individuals with disabilities. It is estimated a total of 65 Arizona businesses will incorporate inclusive hiring and retention practices throughout the two year duration of Council funding. Furthermore, it is estimated a total of 125 people with disabilities will become employed during the same timeframe. It is noted that the aforementioned outcomes in the first two years might seem low in comparison to the proposed amount of Council funding. The Council's funding is supporting the creation and sustainability of infrastructure that will continue to build upon these outcomes after the duration of Council funding. Secondly, once new business relationships are in place, it can take some amount of time before the relationship results in new job openings and employment outcomes for persons with disabilities. Lastly, the priority in the first year of funding is directed at creating the organizational infrastructure including the creation of the non-profit board and the strategic planning efforts aimed at developing new and innovative activities to increase individual employment outcomes. In summary, the funding proposal would allow AHCCCS to contract with a state contracted consulting firm to hire an interim Executive Director and oversee the organizational development of the non-profit organization as well as the capacity building activities. The purpose of the funding is to secure the sustainability of the organization by providing resources to institute and establish the self-sustaining non-profit organization.

The Scope of Work (for both 2012 and 2013) will be outlined in a matrix format and in accordance with the relative ADDPC five-year plan goal, objective, activities and outcomes. The first matrix outlines the related ADDPC five-year plan goal, objective and activities that are related to the funding proposal. The following matrix outlines that proposed contract tasks and deliverables. The final and last matrix identifies the projected outcomes that will be reported on a quarterly basis.

### **Five Year Plan Goal, Objective and Activities**

<b>Goal #2: Community Integrated Employment</b>
In partnership with persons with developmental disabilities, their families, others who support them, and employers, advocate and expand capacity for community integrated employment.
<b>Objective 2.3:</b> <i>In partnership with employers of persons with developmental disabilities, educate at least 5 key potential employers about the benefits of and strategies for employing persons with developmental disabilities and influence them through advocacy.</i>
Activity 2.1.3: In collaboration with families, schools, and others who support persons with developmental disabilities, develop and implement program related to Community Integrated Employment for families, and others who support persons with developmental disabilities
Activity 2.2.4: Identify other agencies within Arizona who are supportive of and promote Community Integrated Employment; identify opportunities for sharing lessons learned
Activity 2.3.2: Identify and promote best practices for Community Integrated Employment
Activity 2.3.3: Enlist employers who employ persons with developmental disabilities and others in the business community
Activity 2.3.4: In collaboration with employers, develop and implement education program on Community Integrated Employment for potential business

Year One (2012)	
Task	Activity
Establish Untapped Arizona as a 501(c)(3) non-profit organization	
Institute advisory board representative of the business and economic development community	
Develop a short (2 years) and long term (3-5 years) strategic plan based upon a needs assessment. The plan shall include: <ul style="list-style-type: none"> <li>• A plan for long-term sustainability <ul style="list-style-type: none"> <li>○ Membership dues</li> <li>○ Fundraising conducted by board members</li> <li>○ Fee for service contracts</li> <li>○ Grant funding</li> </ul> </li> <li>• Peer-to-peer (Business to Business) services that will be provided by UAZ</li> <li>• Initiatives to build capacity and the professional development of the employment service provider community including those who serve students in both secondary and post-secondary educational institutions <ul style="list-style-type: none"> <li>○ Conduct outreach and technical assistance regarding use of the AZ JOB CONNECTION website</li> </ul> </li> <li>• Strategies to increase and measure employment and employment retention outcomes</li> </ul>	2.1.3 2.2.4 2.3.4
Enhance the UAZ website to incorporate new tools and resources for businesses including a tool to support job developers getting access to new job postings on the AZ JOB CONNECTION portal	2.3.2
Institute business practices with the Arizona Department of Economic Security, Employment Administration regarding the use of the AZ JOB CONNECTION portal and the Business Service Representative's services.	2.3.2
Conduct outreach to businesses on the advantages of an inclusive workforce and the services provided by UAZ	2.3.3
Provide technical assistance and job retention intervention services to businesses pertaining to hiring and retaining workers with disabilities	2.3.3
Year Two (2013)	
Task	Activity
Implement the strategic plans (including the sustainability plan)	

Quarterly Report	ADDPC Outcomes
<b>Develop New Relationships with Business</b>	EM 05: Employment programs/policies were created or improved
<b>New jobs posted on AZ JOB CONNECTION</b> YR 1-5 new businesses posting YR 2-60 new businesses posting	
<b>People with disabilities job ready and enrolled in AZ JOB CONNECTION</b> YR 1-120 people enrolled (25% people with DD) YR 2-250 people enrolled (25% people with DD)	
<b>People with disabilities hired</b> YR 1-25 people hired (25% people with DD) YR 2-100 people hired (25% people with DD)	EM 01: Adults have jobs of their choice through Council efforts EM 04: Businesses/employers employed Adults

\*In 2013 the quarterly reporting will continue. Some additional outcomes may be recognized and added to the report as a result of the development and implementation of the strategic plan.

#### **Interagency Service Agreement-Roles and Responsibilities**

A three-party Interagency Service Agreement will be initiated between the ADDPC, AHCCCS and Arizona Department of Economic Security, Employment Administration (EA). Below is an outline of the respective roles and responsibilities for each party.

AHCCCS	DES/Employment Administration	ADDPC
\$15,000 for non-profit organization filing fees and website enhancement including hosting and maintenance fees for a period of two years	Establish MOU with UAZ outlining the business practices regarding the use of the AZ JOB CONNECTION portal and the Business Service Representatives	Provide funding for the initiative
Oversee and monitor the implementation of the contract including the submission of quarterly reports		
Support the state contracted consulting firm to hire the Executive Director including the writing of the job description, interview questionnaire and committee selection		
AHCCCS Sub-Contractor		
Hire interim Executive Director		
Provide program development and strategic planning consultation to the Executive Director and Board		
Support the transition of the Board from an advisory board to a governing board including the transition of the management of the Executive Director		
Serve as the fiscal agent for the UAZ		

**Note:**

The Executive Director position would be established as a temporary, interim employee of the AHCCCS sub-contractor/state contracted consulting firm. The firm will manage and supervise the Executive Director. The non-profit board would serve in an advisory capacity as opposed to a governing capacity until the terms and funds of the ISA have been exhausted. Once the board non-profit and the board have been established, a Memorandum of Understanding would outline the roles and responsibilities of the consulting firm and Untapped Arizona including the management of the Executive Director. The MOU would remain in effect until the terms and funds of the ISA have been exhausted. At the term of the Agreement, the Executive Director would transition (barring Board approval) to become an employee of the non-profit and managed by the governing board.

**Proposed Job Description for the Executive Director**

The **(NAME OF STATE CONTRACTED VENDOR)** is seeking an Executive Director to oversee the organizational development of a sustainable non-profit organization for the Untapped Arizona project. The Executive Director will be charged with facilitating the non-profit organizational development in collaboration with an advisory board of business leaders including the development and implementation of a strategic and sustainability plan. Untapped Arizona is comprised of a network of organizations, who routinely engage in building relationships with Arizona businesses, partnering together in an effort to help businesses meet their workforce needs through hiring and retaining workers with disabilities. It is the intention of Untapped Arizona to eradicate the need for Arizona businesses to resort to silo oriented efforts to meet their workforce needs by providing them a centralized contact and system to gain access to job candidates with disabilities. Untapped Arizona provides businesses with a primary person-to-person contact that supports them to access a coordinated system to disseminate and post job announcements. Furthermore, the primary contact facilitates businesses in accessing direct technical assistance pertaining to hiring, legal issues, reasonable accommodations and employee retention. The **(NAME OF STATE CONTRACTED VENDOR)** is supporting the organizational development of Untapped Arizona by hiring and managing the Executive Director, providing consultation on program development and acting in the capacity of a fiscal agent.

**Primary Responsibilities**

- Establish 501(c)(3) non-profit organization
- Establish and support advisory board to develop and implement short and long term strategic plans including strategic planning for sustainability. This includes soliciting and engaging stakeholders in the planning process.
- Oversee and manage administrative and daily operations of the organization including fiscal management
- Serve as the central contact for Arizona businesses and principle spokesperson for the organization
- Support Arizona businesses by facilitating access to job candidates with disabilities through the Arizona Job Connection web portal and access to direct technical assistance and intervention services pertaining to hiring, legal issues, reasonable accommodations and employee retention
- Conduct public relations activities with Chambers of Commerce and other economic and workforce development groups
- Oversee efforts to garner funding for the organization including identifying resource requirements, research funding sources, establishing strategies to approach funders, submitting proposals and administrating funding records and documentation

### **Candidate Qualifications**

- Non-profit management experience
- Leadership skills primarily in the area of board management and stakeholder engagement
- Experience in working with businesses to meet their workforce needs
- Experience in working within employment systems that support individuals with disabilities to work
- Understanding of employment barriers (both individually and systemic) that impede individuals with disabilities to work
- Training experience with a varied audiences
- Understanding of economic development principles
- Strong verbal and written communication skills, including public speaking and grant writing
- Strong conflict resolution skills and decision making skills
- Ability to manage and motivate board members and volunteers
- Experience in public relations and marketing
- Preferred candidates will have a baccalaureate degree from an accredited college or university and minimum of 4 combined years in non-profit management and business engagement experience. Additional years of experience may substitute for the higher education requirement.



	<b>Untapped Arizona Budget</b>					
	<b>Line Item</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Budget Total</b>	<b>Match Funds</b>	<b>Grand Total</b>
<b>1</b>	Personnel Costs					
	a. Executive Director	55,000.00	55,000.00	110,000.00		110,000.00
	b. Business Advisory Board and Stakeholder Volunteer Hours				20,306.88	20,306.88
	c. AEDP Project Director				7,000.00	7,000.00
	d. DES/EA Personnel				7,920.00	7,920.00
<b>2</b>	Fringe Benefits	17,050.00	17,050.00	34,100.00	5,592.00	39,692.00
<b>3</b>	Professional and Outside Services	20,000.00	20,000.00	40,000.00		40,000.00
<b>4</b>	In State Travel	3,000.00	3,000.00	6,000.00		6,000.00
<b>5</b>	Operating/Supplies Costs	9,900.00	8,000.00	17,900.00	1,868.00	19,768.00
<b>6</b>	Rent/Operating Costs				10,402.00	10,402.00
<b>7</b>	Other	5,000.00	5,000.00	10,000.00	18,852.00	28,852.00
<b>8</b>	Indirect Costs				7,536.00	7,536.00
	<b>Total</b>	<b>109,950.00</b>	<b>108,050.00</b>	<b>218,000.00</b>	<b>79,476.88</b>	<b>297,476.88</b>
	<b>Budget Narrative</b>					
<b>1a.</b>	Annual salary for the Executive Director.					
<b>1b.</b>	The Business Advisory Board is expected to include, at a minimum, 7 Members. The Stakeholder Committee currently has a minimum of 15 participants at each meeting. The Board and Stakeholder Committee are expected to meet on a monthly basis for 2 hours. The volunteer average hourly wage is calculated \$19.23 per hour. This is based on an hourly wage for an individual earning \$40,000 annual salary. This equates to \$10,153.44 annually in volunteer hours.					
<b>1c.</b>	The match funding is 10% of the Arizona Employment and Disability Partnership's, Project Director's state funded salary to monitor and oversee the implementation of the project.					
<b>1d.</b>	Personnel time (7.5%) of both the Policy Manager and Administrative staff of the DES/EA to support the project.					
<b>2</b>	The employment related expenses are calculated at 31% of annual salary for the Executive Director. The match funding is 10% of the Arizona Employment and Disability Partnership's Project Director's state funded Employment Related Expenses (31% of salary) to monitor and oversee the project. Additionally, matched funding is provided by the DES/EA for the Employment Related Expenses (43.2%) of the Policy Manager and Administrative staff personnel.					
<b>3</b>	Consulting services provided by the state contracted consulting firm including technical assistance related to the organizational development and strategic planning activities.					
<b>4</b>	Guidelines for travel expenses and reimbursement rates for travel will be consistent with state rules for employees.					
<b>5</b>	Operating expenses include supplies and equipment (laptop and mobile phone) purchases in the first year and associated monthly fees for the first and subsequent years. The line item also includes printing costs for collateral materials and materials for educational seminars, job fairs and conferences. Matching funds are provided by the DES/EA calculated at 23.6% of the of the Policy Manager and Administrative staff's time dedicated to the project. The calculation is a standard portion of the salary that is used to determine operating costs.					
<b>6</b>	The match funding is provided by the DES/EA for office space and conference and training rooms to support the project. The cost is calculated by using a standard measurement of square footage cost (\$23.83) multiplied by a cost per personnel (\$218.25).					
<b>7</b>	The line item allocates funding for costs associated with conference participation, job fair sponsorships and educational seminars for businesses. The DES/EA is providing a direct cash contribution from the general fund to provide additional match funding resources.					
<b>8</b>	The match funding is provided by the DES/EA as an indirect rate (31.92%) of in-kind match for the project.					
<b>Note</b>	As part of the Interagency Service Agreement, AHCCCS will provide verification from all match funding sources to include verification of non-federal funding and verification that the matching of staff time is unduplicated as a match for other projects					

